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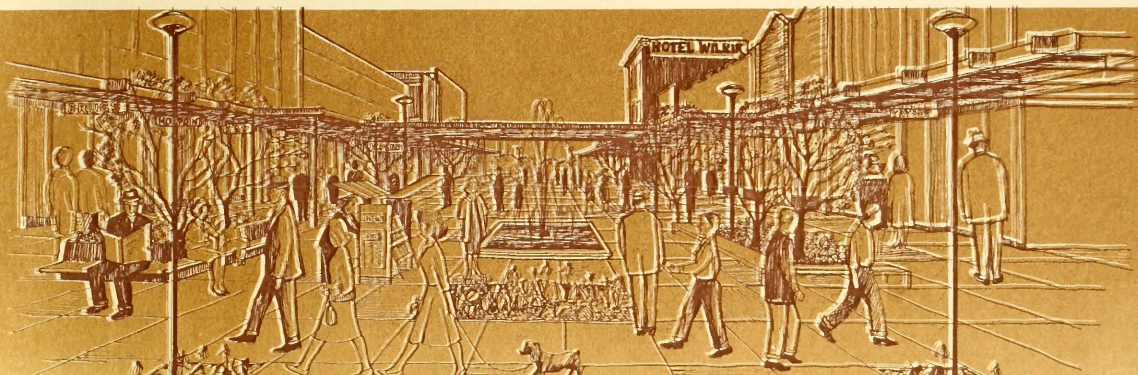
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CENTRAL AREA PROPOSAL

SANFORD NORTH CAROLINA





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CENTRAL AREA PROPOSAL

SANFORD, NORTH CAROLINA

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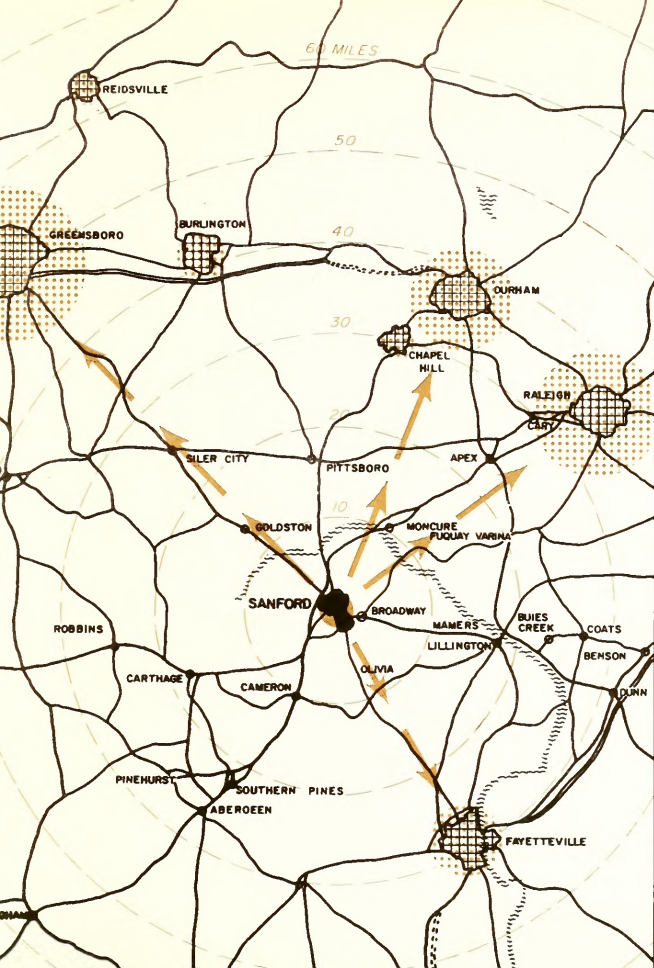
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<u>TOPIC</u>	<u>PAGE</u>
INTRODUCTION	
Regional Setting	1
Background	2
TRADE AREA: ANALYSIS	
Population	5
Employment	6
Commerce	7
Consumer Survey	8
Trade Area Delineation	10
PHYSICAL SITUATION	
Central Area Delineation	15
Existing Land Use	15
Traffic Congestion	19
Parking Facilities	20
Physical Decay	22
CENTRAL AREA PROPOSAL	
Design Philosophy	23
Central Area Plan	26
IMPLEMENTATION	29
APPENDICES	30

INTRODUCTION





REGIONAL SETTING

Sanford, founded in 1874, is the seat of Lee County. One of the newer counties to be formed in North Carolina, Lee is situated in the heart of the State. The City is located on the edge of the pine belt bordering the sandhills and rests in the "fall zone" which divides the Piedmont and the Coastal Plain.

Surrounding Sanford from the northeast to the southwest is the Piedmont Crescent in which lie most of the major cities of North Carolina. Raleigh, located forty-four miles northeast, and Greensboro, located fifty-seven miles northwest, have definite influence on Sanford's trade area. One other city, Fayetteville, situated outside of the Piedmont and located southeast of Sanford, also exerts some influence on Sanford's trade area. Within this cluster of bigger cities, however, there is a four-county area, consisting of Chatham, Moore, Lee, and Harnett Counties, which is sufficiently distant from the bigger cities to rely on Sanford for general consumer needs, if not for some of the more specialized products and services.

The economy of Sanford is fairly well diversified. Manufactured products include textiles, textile machineries, furniture, and capacitors, while agricultural activities include cotton and tobacco. Sanford's brick making industries supply 40 percent of the State's total need. Sanford registered its highest growth in the post-war period, during which the population more than doubled. Such development, however, was by no means unique in Sanford and was, in fact, characteristic of most urban places in the nation.

During the same period, great technological changes were taking place throughout the country. Extensive changes, for example, occurred in the field of transportation. While only thirty-two million vehicles were registered in the nation in 1940, there are over eighty million vehicles registered today.

BACKGROUND

Population growth in the pre-automobile era meant concentration of commercial activity in the central areas of the cities. These were the places where the main highway and railway routes converged and, thereby, were most accessible to the most people. But greater use of the automobile gave people greater mobility. It was no longer necessary for the people to limit themselves to one particular place of concentration. Dispersion of commercial activities in the newly developed outlying subdivisions and relocation of industries along the highways, together with the new-found freedom of movement made possible by the ownership and extensive use of the private automobile, began to retard the growth and development of the central areas of most of the cities of the United States.

Despite these changes, however, the central areas still continue to enjoy dominance over the outlying areas. Many political decisions are still made there. It is the financial and administrative center of the city. For specialty goods, people still travel to central areas. Economically, the central area is the most valuable portion of the community. The assessed valuations of central area properties usually run to hundreds of times those of outlying properties. From the physical design standpoint, the central area provides a

focal point for the whole community and as such, holds the community together as an unified complex. Here lies the origin of a city, it is also quite often the basis for its existence.

Smaller urban communities were not by any means less affected by the technological changes in the field of transportation, than were the major cities. In most instances, they were probably the most affected. Central areas of many of the small cities were already deteriorating. The impact of outlying shopping centers with their ample parking areas and other modern amenities were more immediately felt. The diffusion of commercial activities was also more pronounced in the smaller cities.

Sanford, like most other smaller communities, constitutes no exception. The diffusion of commercial activities here has been accentuated by the City's somewhat unique past. Sanford is in effect two cities in one. Although Jonesboro was the earlier of the two communities, having been established in 1873, Sanford grew at a much faster rate than Jonesboro. When the question of locating the County Courthouse came up after the formation of Lee County in 1907, Jonesboro would not agree to its location in Sanford. It was eventually located on the main highway connecting Sanford and Jonesboro, at a point midway between the central areas of the two communities. At that time, the Lee County Courthouse was the only county courthouse in North Carolina to be located outside a municipal area. Later on, however, when the two communities decided to merge in 1947, this proved to be a blessing, since the courthouse served as the much needed unifying element to hold these two communities together. Endor Street provided the main development axis by connecting the commercial areas of these two towns to the courthouse.

Sanford has a fairly well developed commercial center. Concentration of retail activities has mostly taken place in the area enclosed by Gordon, Moore, West Pearl and Gulf Streets. In the face of competition from Sanford's more dynamic commercial center, Jonesboro's commercial district assumed a somewhat secondary role. Recently, however, with the creation of the new Kendall Shopping Center, the area

has shown some signs of improvement. Jonesboro's existing "core" area, or the area where the concentration of commercial activities has taken place is delineated by Lee Avenue and Humber, Dalrymple and Raleigh Streets. Both the Sanford and Jonesboro commercial areas, like most other central commercial areas in the nation are beset with problems. These include inadequate parking facilities, incompatible land uses, obsolescence of structures and, in general unattractive surroundings.

Realizing the need for revitalization of the city's central area, the Planning Board of Sanford, with the professional assistance of the Division of Community Planning, has developed this study. It must be stressed here that the purpose of this report is to provide a framework for further studies. This should be followed with more detailed studies on market analysis, economic feasibility, physical design, and other related topics. This proposal, therefore, should not be considered as the final solution to all the problems of Sanford's Central Area. The planning of the central area, because of the number of people and interests it involves, is a complex and difficult job, but a thriving and dynamic central area is essential to the economic well being of the entire Sanford community.

TRADE AREA: ANALYSIS



POPULATION

EXISTING SITUATION: During the first half of the twentieth century, the population of Sanford increased by 860 percent. Over the same period of time the population of the State of North Carolina increased by only 115 percent. Highest population growths occurred during the early nineteen hundreds and during the period immediately following the war. The decade following the depression registered the slowest growth. Growth during the other periods has registered fairly steady increases. The rate of growth during the first half of the century was faster than that of both Lee County and State Economic Area No. 6. (North Carolina Economic Area No. 6 consists of Franklin, Harnett, Lee, Johnston, Sampson and Warren Counties.) The absolute gain in the population of Sanford during the same period was from 1,044 in 1900 to 4,253 in 1930 to 12,253 in 1960.

PERCENT CHANCE IN POPULATION IN SANFORD, LEE COUNTY, STATE ECONOMIC AREA 6, PIEDMONT CRESCENT, & N. C.

	<u>1900-10</u>	<u>1910-20</u>	<u>1920-30</u>	<u>1930-40</u>	<u>1940-50</u>	<u>1950-60</u>
Sanford	118.5	30.5	42.9	16.6	101.9	22.4
Lee County	+	17.8	26.8	10.3	25.5	12.9
Economic Area 6	26.1	16.7	17.4	22.3	6.1	-3.1
Pied. Cres.	17.6	18.0	30.5	13.9	15.7	15.5
N. C.	16.5	16.0	23.9	12.7	13.7	12.2

FUTURE POTENTIAL: It is estimated that the population of Sanford will grow from 12,253 in 1960 to 17,715 in 1980. This would mean an absolute growth of 5,462 persons. During the same period of time the population of Lee County is expected to gain 7,178 persons, or from the 1960 population of 26,561 to a 1980 population of 33,739.*

* Population: Sanford, N. C., Sanford Planning Board, June, 1963.

EMPLOYMENT

The 1960 census recorded 9,921 persons employed in Lee County in the various industry groups. There was a 13 percent increase from 1950 to 1960 in the total number of people employed. Manufacturing registered a considerable gain with an almost corresponding decline in the persons employed in agriculture. Manufacturing remains by far the biggest employer in Lee County.

EMPLOYMENT: LEE COUNTY AND THE CITY OF SANFORD

					1950-60 Change	
<u>Industry Group</u>	<u>1950</u>	<u>%</u>	<u>1960</u>	<u>%</u>	<u>Absolute</u>	<u>%</u>
<u>Lee County</u>						
Total Employ- ment	8,795	--	9,921	--	+1,126	+12.8
Manufacturing	2,608	29.7	3,742	37.7	+1,134	+43.5
Retail	1,107	12.6	1,421	14.3	+ 314	+28.4
Agriculture	1,952	22.2	911	9.2	-1,041	- 5.3
<u>Sanford City</u>						
Total Employ- ment	4,347	--	4,957	--	+ 630	+14.6
Manufacturing	1,395	32.3	1,815	36.6	+ 420	+30.1
Retail & W'sale	787	18.2	797	16.1	+ 10	+ 1.3
Agriculture	63	1.5	39	0.8	- 24	-38.1

Source: 1950, 1960 U. S. Bureau of the Census.

As would be evident from the preceding table, manufacturing is also the biggest employer within the City of Sanford. Existing conditions indicate that manufacturing will continue to be the major source of employment for the residents of both Sanford and Lee County, with the manufacturing of machines playing a major role. Retailing constitutes the next major employer and is expected to play an even greater role in the future. A revitalized central area will be a step in that direction.

COMMERCE

As has been pointed out, retailing constitutes one of the major elements in Sanford's economic base. Retail activities include the sale of items such as general merchandise, apparel, furniture and household equipment, food and drugs, lumber, hardware, and other such consumer commodities. According to U. S. Census of Business, there were 147 retail establishments in Sanford in 1948. The number of retail stores increased to 207 in 1954 and then dropped back to 189 in 1958. One reason for this drop in retail activities could be due to a slight change in definition adopted by U. S. Census in 1958, but a more important reason was perhaps a drop in retail sales during the 1954-1958 period.

Total retail sales increased from \$11,562,000 in 1948 to \$19,841,000 in 1954 and then to \$21,121,000 in 1958. In terms of constant 1954 dollars, the retail sales during the 1954-58 period actually registered a decline. However, most U. S. cities registered similar trends during the 1954-58 period as the result of a mild nationwide economic recession.

The pattern of retail sales of a community is dependent on various factors. These include population growth, accessibility, internal circulation, availability of parking, physical appearance, selection of goods, and trends in personal income. Census data for Sanford, Lee County and State Economic Area No. 6, as well as the entire State, generally registered gains in commercial activities during the 1948-56 period. This was a period characterized by sudden population growth and urban development in the entire nation. During this period Sanford and Lee County retail sales increased by 72 percent and 53 percent, respectively. Sanford's population increased 102 percent during 1940-50 and 23 percent during 1950-60, as compared to Lee County's population increase of 25 percent during 1940-50 and 13 percent during 1950-60. Increased retail activities were necessary to support the rapid build up of urban population. As a result many new shops and shopping areas were added to the existing facilities. In the course of the following years (1954-58), however, the effect of increased competition came to be felt, with a consequent slackening of commercial activities.

CONSUMER SURVEY

The central area of a city serves a region which usually stretches far beyond the confines of a city's political boundaries. The total service area for a commercial center, generally referred to as the trade area, depends to a large extent on the scale and magnitude of that particular center. The trade area of a commercial center is also dependent upon the existence and influence of other neighboring commercial centers. The commercial centers of today are becoming more and more commercial in nature, as distances are proving to be less important in determining the shopping habits of consumers. Most progressive present-day merchants recognize the need to determine where the potential customers are located, where they buy different commodities and why, and what is necessary to increase their patronage.

Realizing the importance of such information, a consumer survey was conducted by the merchants and the Chamber of Commerce of the City of Sanford, with the technical assistance of the Division of Community Planning. The objective of the survey was to gather information relating to consumer habits and opinions. The purpose was to find out some of the key problems facing the central area of Sanford in order to establish some basis for future plans and decisions.

In November, 1962, survey questionnaires were handed out to shoppers in Sanford's central area for a one-week period. The questionnaire was designed to bring out information such as the location of a respondent's home, how often he shopped in the central area of Sanford and for what, where else he shopped, and what in his opinion were the major weaknesses and problems of the central area of Sanford. A copy of the survey questionnaire is included as Appendix G of this report.

SURVEY FINDINGS: Much interesting information came from the survey to which the total responses numbered 475. Forty-five percent of the respondents came to shop in Sanford's downtown from within a ten-mile radius. Less than seven percent came from the area beyond a 20-mile radius. Forty-eight percent of the people responding shop in downtown Sanford twice a week with 32.6 percent shopping there at least once a week.

The survey also showed that 25 percent of the respondents go to Raleigh to shop for good clothing. Another 8.3 percent and 6.4 percent go to Fayetteville and Greensboro, respectively, for the same purpose. For eating, drinking, and entertainment, 25.8 percent of the total number of people responding go to Raleigh. Another 10.8 percent and 7.8 percent go to Fayetteville and Greensboro, respectively, for the same purpose.

Congested downtown streets were listed by 62.3 percent of the respondents as being the primary problem facing Sanford's downtown. Inadequate off-street parking was listed by 49.9 percent as the prime problem. Twenty-three percent listed congested streets leading to downtown, 22.5 percent listed poor selection of goods, and 20.6 percent listed poor conditions of sidewalks as the major problems of downtown Sanford.

TRADE AREA DELINEATION

The City of Sanford generally functions as the commercial and governmental center for Lee County. Moreover, due to the absence of other cities of importance in the immediate vicinity of Sanford, the trade area of Sanford extends well beyond Lee County.

A generally accepted method for the delineation of retail trade areas for cities of less than 50,000 population is the application of "W. J. Reilly's Law of Retail Gravitation", which states, in general terms, that the attraction of a retail business center for any segment of the population is directly proportional to the relative size of that center and inversely proportional to the distance of the population segment from the center.

The Sanford trade area resulting from the application of Reilly's Law embraces a four-county area, consisting of parts of Chatham, Moore, and Harnett, and all of Lee County. The trade area so delineated takes an elliptical form. The area includes the communities of Pittsboro, Bennett, Robbins, Carthage, Goldston, Haywood, Cameron, Manly, Vass, Swan Section and Lillington. The total population of the area, including that of the City of Sanford, is about 67,000.

Sanford's trade area as delineated by Reilly's Law for 1940, 1950, and 1960 shows very little change. The western and southern parts of it have stayed fairly stable. By 1950, it had expanded both to the north along the route to Pittsboro and to the east toward Coats. During the fifties, the Sanford trade area decreased to the north but maintained its previous gains on the eastern side. The elliptical form of the trade area can be explained by the influence of the cities of Raleigh and Greensboro to the north and of Fayetteville to the south. There are no corresponding larger cities to the east and west.

Newspapers are the prime advertising medium of central areas; therefore, their circulation provides an effective means for trade area delineation. It has been proven that the influence of a commercial area declines sharply beyond a city's primary newspaper circulation area. For purposes of comparison, the circulation area of the Sanford Herald, as defined

by the Audit Bureau of Circulation, Chicago, Illinois, was superimposed on the Sanford trade area delineated by Reilly's Law. The two areas correspond closely with the newspaper circulation area taking a more circular form.

TREND IN POPULATION FOR THE CITY OF SANFORD, LEE COUNTY
AND SANFORD'S TRADE AREA 1960-1980

	<u>1960</u>	<u>1970</u>	<u>1980</u>
Sanford	12,253	14,460	17,715
Lee County	26,561	29,788	33,739
Trade Area	67,001	71,540	77,056

Source: 1960 U. S. Bureau of the Census. Projections for 1970 and 1980 for the City of Sanford and Lee County and 1960 estimates and projections for 1970 and 1980 for the trade area have been developed by the Division of Community Planning of the N. C. Department of Conservation and Development.

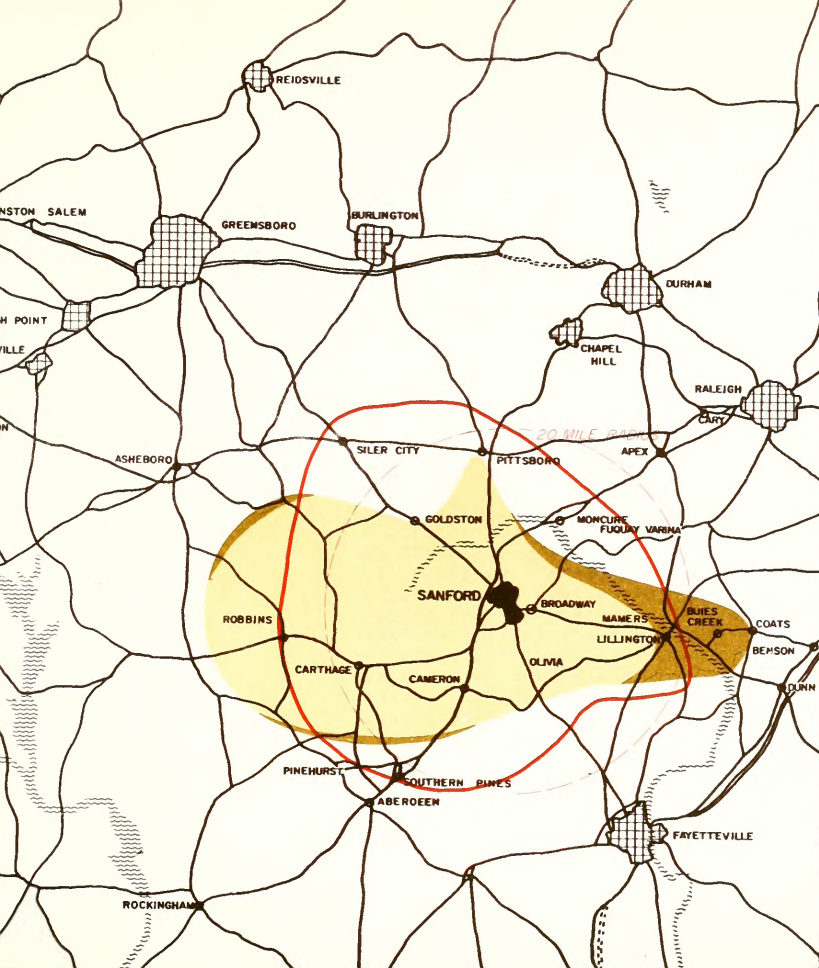
INCOME LEVELS IN THE TRADE AREA: The net effective buying income per capita (i.e. income after taxes) for Sanford, as developed by the Sales Management of Buying Power Staff was estimated to be \$1,403 for 1958. For the four-county trade area of Sanford it was estimated to be \$1,197 as developed by the Division of Community Planning. The consumer survey showed that approximately 59.5 percent of Sanford's total retail sales were to the Sanford's residents only. On the basis of population, Sanford's per capita retail sales was estimated to be \$1,030. Using the same basis, per capita sales to the rest of the trade area was estimated to be \$895. Per capita sales for each retail category for both Sanford and for the rest of the trade area was then estimated on the basis of the percentage of total retail sales (see Appendix D).

THE REGION

LEGEND

LOCATION

- INTERSTATE ROADS
- ===== PROPOSED INTERSTATE
- MAJOR ROADS
- ~~~~~ RIVERS, LAKES
- CITY OF SANFORD
- ▣ MAJOR CITIES
- 1940 TRADE AREA
- 1960 TRADE AREA
- NEWSPAPER CIRCULATION LIMIT



SANFORD, N.C.
JANUARY, 1963

One way to analyze the economic health of a community is to determine its sales pattern as compared to that in larger areas. The following graphs, showing Sanford's retail sales as a percentage of Lee County and of State Economic Area 6, indicates that Sanford increased its proportion of retail sales and value received from services up to 1954 after which it lost some of its earlier gains. The proportion that the various retail activities such as food, furnishings, apparel, etc. take of the total retail sales of Sanford is similar to the Lee County proportions. (See Appendix A.)

The consumer survey revealed that 59.9 percent of the buyers of Sanford's central area come either from Sanford or from an area within two miles of downtown Sanford. The communities from which most of Sanford's outside customers come are Pittsboro, Broadway, Goldston, Carthage, Lillington and Fayetteville.

POPULATION IN MARKET AREA: The area from which Sanford's customers come had an estimated 1960 population of 67,000. By 1980, according to estimates developed by the Division of Community Planning, the area is expected to have a population of approximately 77,000. Sanford's population during the same period is expected to grow from 12,253 in 1960 to approximately 17,700 in 1980. Almost 50 percent of the total trade area population growth is, therefore, expected to take place in Sanford. The population of Sanford is expected to rise from 18 percent of the trade area population at present to 23 percent in 1980.

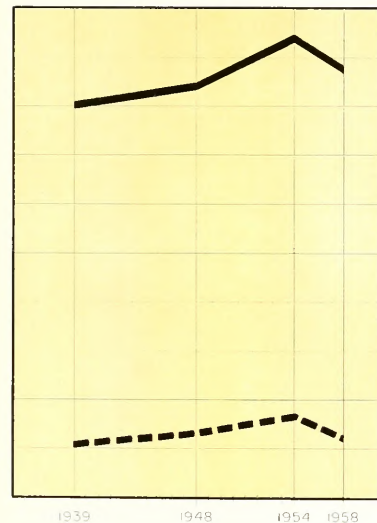
CITY RETAIL SALES

(AS A PERCENT OF
LEE COUNTY AND
STATE ECONOMIC
AREA NUMBER 6)

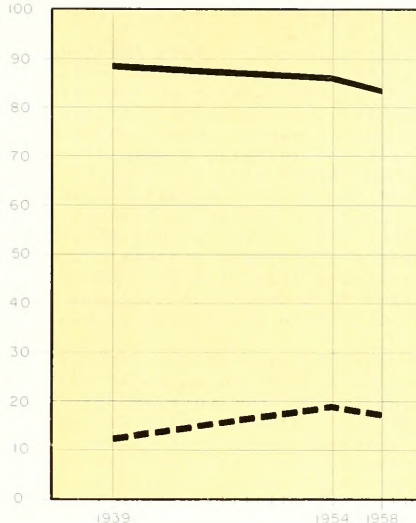
LEGEND

— LEE COUNTY
- - - ECONOMIC AREA NO. 6

RETAIL SALES



% RECEIPTS FOR SERVICES



SANFORD, N C

JANUARY, 1963

The present retail potential in a central commercial area can be calculated by different methods. One such method is based on per capita retail sales. On the basis of existing per capita sales and population (for both Sanford and the rest of the Trade Area), there exists untapped retail sales of 40 million dollars. However, this is the total retail sales of the entire trade area. And it is unlikely that Sanford will be able to tap this market fully. A number of new facilities with considerable pulling power would be necessary to capture this entire retail market.

RETAIL FLOOR SPACE: One of the rule-of-thumb methods to determine the existing floor space situation is to assume a ratio of five square feet of retail sales per capita. This has been found to be fairly true in most healthy and flourishing central areas across the nation. The existing trade area population for Sanford has been estimated to be 67,000. On this basis there is an existing need for 335,000 square feet of retail space. The total floor space devoted to retail use alone in the core area amounts to 377,223 square feet. This indicates that at present Sanford's central area has a considerable surplus of retail space. This is also substantiated by the fact that there exist a large number of small marginal-type shops and some vacant stores within the core area.

Future retail sales have been projected on the assumption that the existing per capita sales in the trade area will remain the same until 1980. Then on the basis of population alone, sales potential for Sanford in 1980 will be approximately 30 million dollars. However, it must be pointed out here that some government economists in a recent recreation report predicted that (not allowing for inflation) the nation's per capita disposable income is expected to double by 1986.* The future floor space need determined on this basis, therefore, is a very conservative estimate.

* Economic Studies of Outdoor Recreation - Report No. 23, Outdoor Recreation Resources Review Commission, 1962.

On the basis of existing floor space and retail sales, existing sales per square foot have been determined. It must be pointed out that this has been done to develop a ratio, and that the figures are not wholly accurate, since existing floor space outside the core area has not been taken into account. Sales per square foot have been adjusted to national averages developed by the Urban Land Institute (Technical Bulletin No. 22, Conservation and Rehabilitation of Major Shopping Districts). Floor space in each retail category for 1980 has been determined on the basis of estimated trade area population and sales per square foot. The estimated total floor space needed in 1980 would be 394,929 square feet (see Appendix F).

As residential development has occurred further and further away from the central area, the trend has been to develop newer shopping areas to serve these new markets. These areas usually compete with central areas on convenience and low quality goods only. An example of this is the Kendall Shopping Center which is going to affect central area sales. This is also why full potential in retail sales based on population will never be realized. One way to consolidate Sanford's future retail sales will be to put emphasis on quality and speciality items. A large department store of high quality to act as a magnet to draw people will be an important addition to enhance the retail sales of Sanford's central area.

PHYSICAL SITUATION



CENTRAL AREA DELINEATION

As has been pointed out earlier, Sanford's central area is being affected by the diffusion of retail activities as are most other central areas in the United States. The reasons for this type of development become clear on closer examination of the existing conditions of the central core area. Although some vacant space is available within the core area, it is mostly located in unattractive buildings and surroundings, which can not compete with the more recent and better designed developments now taking place outside the central area. In the older and more solidly built-up core areas it is also extremely difficult to provide adequate parking facilities.

For the purpose of this report, the central area of Sanford has been divided into two planning districts. At the center is the "core area" which has the maximum concentration of retail activities; the other is the "fringe area" which surrounds the core area and has a somewhat lesser concentration of retail activities. The fringe area includes a mixture of residential, wholesale and industrial establishments. As delineated the core area covers eleven blocks while the fringe area includes approximately thirty blocks.

Steele Street between Cole Street and Gordon Street forms the principle axis of retail development, while less concentrated retail development takes place along Wicker, Carthage, and Endor Streets. Access to the center is mainly provided along Endor and Hawkins Streets from the north, Carthage and Wicker Streets from the east and the west, and Endor Street from the south.

EXISTING LAND USE

The land area within the central commercial core comprises about 40 acres. The total area, including the core and the fringe area, amounts to approximately 160 acres. The central area is the most dominant retail center within Sanford's trade area and contains several important chain

PLANNING DISTRICTS

LEGEND

-  CORE AREA
-  FRINGE AREA



0 100 500
SCALE IN FEET

SANFORD, N.C.
JANUARY, 1963

stores and variety and specialty shops. The area also contains many important public buildings, including the municipal building, post office, county courthouse annex, churches and other buildings serving community functions.

In order to obtain a more precise and clear understanding of Sanford's central area, a detailed analysis of the existing situation is required. This is particularly necessary for getting basic data needed for calculating the amount of parking space and the amount of floor space that will likely be required in the future. For this purpose, the existing land uses have been analyzed according to the following categories: Retail, Services, Social and Cultural, Wholesale, Production, Transportation, and Residential. The following table shows the square feet of floor space devoted to each type of land use in the core area, the fringe area, and the total central area. The land use arrangement of the area is shown on the Existing Land Use Map.

The remainder of this section is concerned with land uses in the core area. As is to be expected, the highest proportion of floor space, about 46 percent of the total, is devoted to retail use. Service establishments account for 25 percent of the total, while social and cultural uses take up five percent. Wholesale uses account for another eight percent of the total central area space.

RETAIL: In most cities, concentration of retail activities take place within the central core area. The type of retail activities, however, varies considerably. Their location in central areas, depends to a considerable extent on the type of product they are selling to the consumers. In order to achieve a precise understanding of the nature of retail activities, this group has been divided into three subcategories: Primary, Secondary, and Convenience Trade.

Primary trade includes establishments selling low bulk comparison and specialty items, such as department, jewelry, clothing, shoe and millinery stores. In Sanford's central core this group occupies 23 percent of the total space.

Secondary trade includes establishments selling one-stop, usually high-bulk products such as appliances, radios, televisions, furniture, and automobiles. This type of retail activity occupies 20 percent of the total space in the core area.

Convenience trade including establishments selling primarily food and drugs, such as drug stores, bakeries, meat markets, grocery stores, etc. Since these cater largely to personal needs and require easy access, they are mostly located in neighborhood shopping areas. They constitute only three percent of the total core area.

Existing retail activities in Sanford are generally concentrated in a six-block area bounded by Gordon, Moore, West Pearl and Endor Streets. Some diffusion of retail activities exists along Endor Street. This type of development may intensify when the street widening project proposed for Endor Street is completed.

SERVICE: Service uses include establishments of a business character which supply general needs of an intangible nature to the public. For the purposes of this study, this type of use has been categorized into three groups; consumer, professional, and business services.

Consumer services include establishments providing products for immediate use. This type of use could be of a personal service nature such as restaurants, barber shops, and laundromats, or of an amusement nature, such as theaters and stadiums, or of a communication nature, such as newspaper and post offices. Ten percent of the total space in Sanford's central area is devoted to these uses.

Professional services or establishments provide administrative, financial and advisory and research and testing types of services, and include governmental offices, banks, professional offices, etc. These account for another ten percent of Sanford's central area use.

Business services include establishments providing maintenance, installation, and repair services. This type of use occupies approximately five percent of the total space in Sanford's central area.

SOCIAL AND CULTURAL: This use group includes establishments providing for the physical and mental development of the citizens of the community and is categorized into two subgroups, personal development and health and welfare. Five percent of the total use in Sanford's central core area is devoted to these activities.

WHOLESALE: This type of use includes establishments buying or selling commodities in large quantities and consists of such uses as retail suppliers, petroleum jobbers, and tobacco warehouses. In Sanford most of this development is located in the fringe area. Approximately eight percent of the total space is devoted to such use in the core area.

PRODUCTION: This type of development includes manufacturing and related activities. At present these uses are mostly located in the fringe area with only 1.4 percent of the total core area space devoted to such use.

TRANSPORTATION: These uses consist of the areas devoted to the conveyance of passengers and freight from place to place and the collection and distribution system for communication and utilities. Only three percent of the total space is devoted to this type of use in Sanford's central core area.

THE EXISTING LAND USE

LEGEND

TRANSPORTATION

VEHICULAR

PRODUCTION

MANUFACTURING

MANUFACTURING SERVICES

BUSINESS

PRIMARY TRADE

SECONDARY TRADE

CONVENIENCE TRADE

WHOLESALE TRADE

SERVICES

CONSUMER

PROFESSIONAL

BUSINESS

VACANT BUSINESS STRUCTURES



SOCIAL AND CULTURAL

PERSONAL DEVELOPMENT

HEALTH AND WELFARE



0 100 500
SCALE IN FEET

SANFORD, N.C.

JANUARY, 1963

EXISTING FLOOR SPACE SANFORD CENTRAL AREA

	Core Area Sq. Ft.	Percent	Fringe Area Sq. Ft.	Percent	Total Sq. Ft.	Percent	Core as a % of Total
Retail Trade	377,223	46.6	114,500	12.0	491,723	19.3	76.7
(1) Primary	191,218	23.6	7,400	0.7	198,618	7.8	96.3
(2) Secondary	161,635	20.0	58,700	6.2	220,335	8.7	73.4
(3) Convenience	24,370	3.0	48,400	5.1	72,770	2.9	33.5
Services	205,232	25.3	89,100	9.4	294,332	11.6	69.7
(1) Consumer	84,997	10.5	52,400	5.5	137,397	5.4	61.9
(2) Professional	82,744	10.2	5,900	0.6	88,644	3.5	93.3
(3) Business	37,491	4.6	30,800	3.3	68,291	2.7	54.9
Social & Cultural	40,475	5.0	34,400	3.6	74,875	2.9	54.1
Wholesale	69,230	8.5	210,800	22.2	280,030	11.0	24.7
Production	11,110	1.4	195,000	20.6	206,110	8.1	53.9
Transportation	2,400	0.3	--	--	2,400	0.09	100.0
Residential	41,985	5.2	305,300	32.2	347,285	13.6	12.1
Total Occupied	747,655	92.3	949,100	100.0	2,482,810	97.6	30.1
Vacant Space	62,285	7.7	--		62,285	2.4	100.0
Total Space	809,940	100.0	949,100		2,545,095	100.0	

TRAFFIC CONGESTION

RESIDENTIAL: This type of use includes all private dwellings: Single-family, Duplex, or Multi-family. Most of the residences are located in the fringe area with approximately five percent of the total space in the central core devoted to this group. Most of the residential structures along West Pearl Street are substandard, while residential structures located on the north end of the core area are in a fairly good condition. However, residential use is expected to be gradually forced out of the core area due to the pressure of commercial development.

The central area of Sanford was laid out almost a hundred years ago. Great technological changes have taken place in the field of transportation since then. A street system which was suited to the early part of this century, when automobiles were much less in use, has become obsolete. Parking did not present a significant problem then as vehicles could be parked on the streets. But, with the ever increasing use of automobiles, off-street parking facilities have become necessary. Paradoxically, the central area is the place where the maximum amount of vehicular traffic converges, but it is also the place where high land values make the provision of off-street parking difficult.

Use of the same facility, the street, for both parking and circulation of the automobile creates congestion in the central area. The problem is intensified in that the same facility is also used to accommodate two different types of movements, that of the automobile moving at 20 to 30 miles per hour and of the pedestrian moving at a leisurely pace of three to four miles per hour. Coupled with this are the problems created by the use of the same facility by bulky service vehicles. All of these considerably reduce accessibility to and within the central area.

As a result, retail activities are leaving the central area to move to outlying areas, which are easily accessible by automobile and which can provide adequate parking areas. The beginnings of such movements are already evidenced in some vacant shops in Sanford's core area. Many of these establishments have moved out to shopping centers. Fortunately, most of these have been convenience retail uses, but steps must be taken now to consolidate the primary and secondary retail activities in Sanford's central area and to discourage their leaving.

The following map, showing Average Daily Traffic, gives some indication of the amount of vehicular traffic that converges on the central area everyday.

The diagram indicates traffic volumes on the principal streets leading to Sanford's two main commercial areas. As is to be expected the greatest volumes occur on streets within the central core area or on streets leading to it. The maximum traffic volume takes place on Endor Street between the Sanford and Jonesboro centers. Endor Street is also the most heavily traveled street within the core area and, thus, takes some pressure off Steele Street where most the retail activities take place. Proposed widening of Endor Street would further facilitate circulation of vehicles by taking unnecessary traffic off Steele Street. Both Carthage and Wicker Streets handle traffic which is heavier than that on Steele Street and almost as heavy as Endor Street's.

PARKING FACILITIES

Like most other central commercial areas, one of the major problems of Sanford's center is the inadequacy of the existing parking facilities. The establishments which require most off-street parking in the central area are the department stores, variety stores, grocery stores, eating and drinking places, and other such major retail facilities.

AVERAGE DAILY TRAFFIC

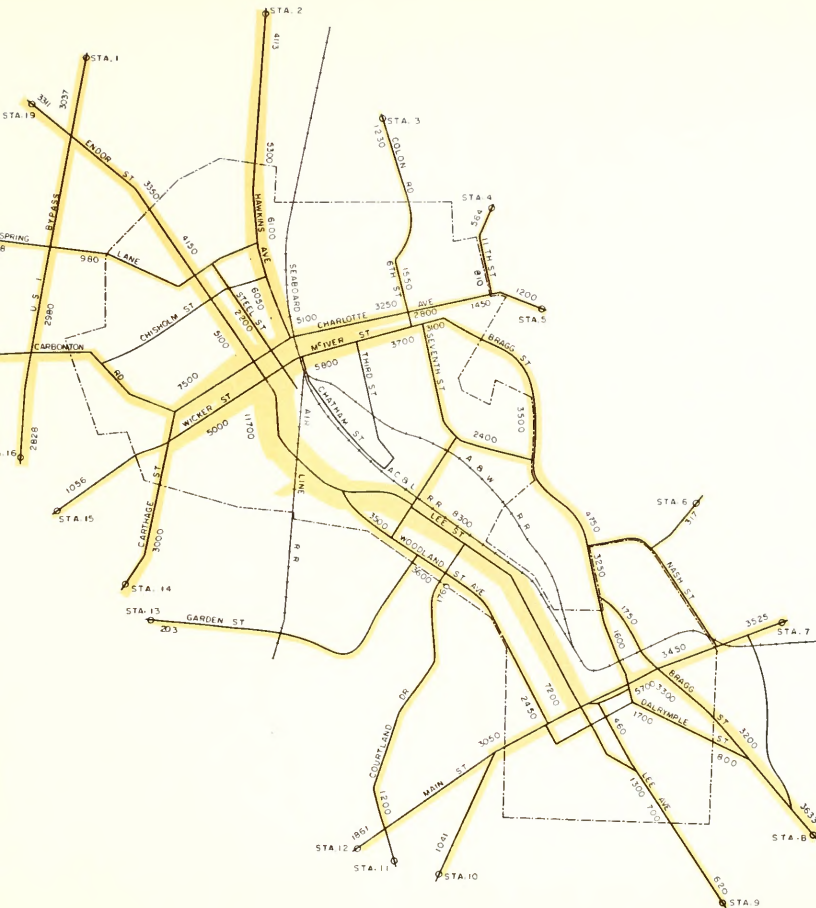
LEGEND

TRAFFIC VOLUME SCALE
FIGURES DENOTE TRIPS PER DAY

7500 10000
2500 5000 AVERAGE 24 HOUR
WEEKDAY TRAFFIC OF
O & D SURVEY PERIOD



0 250 500 1000
SCALE IN FEET



SANFORD, N.C

JANUARY, 1963

At present there exist 1,408 parking spaces, of which approximately 920 spaces are in off-street parking lots. Almost 400 of these spaces are for employees or for private parking for a specific establishment. The rest of the lots are open to the general public. The locations of existing parking areas, both on-street and off-street, are shown on the following map. Free parking lots, such as the ones on the southeast and northwest corners of the core, are too far away from the area of intense retail activities to have any real effect in solving the parking problems. One other important parking problem is that resulting from the angular parking used on Steele Street. Vehicles trying to back out from such places invariably create congestion by stopping traffic.

At present on-street parking is provided on all the streets within the core area except on the blocks west of Endor Street. Most of the on-street parking near the retail core is metered; in all there are 305 metered on-street parking spaces. On-street parking is also allowed outside the core area, but there it does not contribute much toward solving the central area parking problems.

There are two municipal, metered, off-street parking areas on Endor Street totaling 26 spaces. There is also one off-street, metered parking garage on Steele Street which can now accommodate 43 cars.

EXISTING OFF-STREET PARKING

	<u>PUBLIC</u>	<u>PRIVATE</u>
Metered	30	43
Unmetered	228	191
Specific Use	--	398
	<u>258</u>	<u>632</u>

EXISTING PARKING

LEGEND

ON STREET PARKING : PUBLIC

- ... METERED
- UNMETERED MARKED
- UNMETERED UNMARKED
- LOADING
- ← → NO PARKING

NUMBER OF SYMBOLS INDICATES
NUMBER OF PARKING SPACES

OFF STREET PARKING : PUBLIC

- ▒ METERED
- ▒ UNMETERED

OFF STREET PARKING : PRIVATE

- ▒ METERED
- ▒ CUSTOMERS'
- ▒ EMPLOYEES' (B SPECIFIC USES)

NUMBER IN CIRCLES INDICATES
NUMBER OF PARKING SPACES



0 100 500
SCALE IN FEET

SANFORD, N.C.
JANUARY, 1963

Most of the parking areas in the commercial core are privately owned. They are usually located on the interior of blocks and vary considerably regarding the nature and the extent of their use. Some of them are large, while others are small; some of them are paved and organized while some others are unpaved and disorganized. Many of these spaces are only open to customers and employees of specific establishments.

The need for parking is generally determined on the basis of floor space. The combined floor space for both retail and service uses in the core area is 582,455 square feet. An area of approximately 518,700 square feet is devoted to parking at the present time. The generally accepted method for determining required parking space is to use a ratio of two feet of parking area for each square foot of retail or service area. On the basis of this, there now exists a deficit of 656,210 square feet of parking area. However, it must be pointed out that this is a very conservative estimate and that shopping centers often provide three to four times as much space for parking as for retail activity. Considerable amount of reorganization of existing space is also needed to insure the most efficient use.

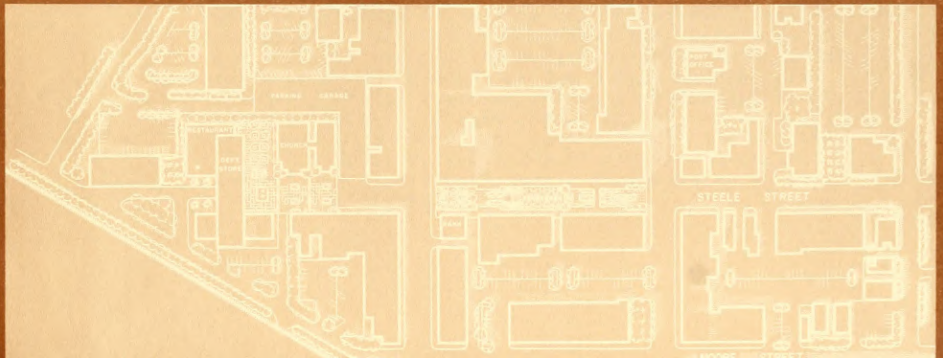
PHYSICAL DECAY

Another major problem is that of intensified physical decay resulting from the mixed land uses on the edges of the core area. Dilapidated residential dwellings in the south end of the core area mingle freely with the commercial activities, and thereby, hinder development of better properties on that end of the core area. Added to this are the existing non-central area type uses such as industrial and wholesale activities, all of which contribute to the deterioration of the area. This has given a somewhat unattractive appearance to the south end of the core area.

The architecture of the entire central commercial district is unimaginative and drab. Other than Steele Street where the maximum concentration of retail activities takes place, most streets present a cluttered view of overhanging signs, billboards, utility poles and wires, and sidewalk drawings. There have been few attempts at properly landscaping the area.



CENTRAL AREA PROPOSAL



DESIGN PHILOSOPHY

In order to help the Central Area achieve its fullest potential, it is essential for Sanford to adapt itself to the needs and demands of contemporary society, a society which sets extraordinary emphasis on motorized traffic. New shopping areas are setting new standards in architectural appearance and physical facilities, and by so doing, they are pin-pointing the problems of existing central areas. To meet this challenge, some drastic, yet realistic, measures will have to be adopted. These measures should not only take into consideration the existing form and functions of Sanford's central area, but must also be based on anticipated future changes. This, however, is not to say that the basic character of Sanford's central area should be changed, but rather that improvements and adjustments necessary to bring it up to the standards set by the new shopping areas need to be made.

GROWTH ALTERNATIVES: As has been pointed out earlier, Sanford, in effect, is two cities in one. This poses special problems in dealing with commercial area development. The Sanford and Jonesboro centers serve as the opposite poles of a central axis, Endor Street, which connects them to the Lee County Courthouse. Although this axis has served as a unifying element between the two centers, its effect on commercial development has been less satisfactory. Many retail establishments, particularly of the secondary and convenience types, have tended to locate at random along Endor Street.

As opposed to this existing, unplanned, strip-commercial development along the central axis, three possible growth alternatives are considered here. The first of these alternatives assumes that Sanford's central area would be the dominant center of the four-county area and that this center would serve the entire trade area for most of the commercial needs. Provisions would be made to stop further strip-commercial development along the Endor Street axis. This alternative would also discourage development of the Jonesboro center. The compact, concentrated Sanford center which would result would have certain advantages for commercial and other center-oriented activities in that different use groups would be more readily accessible and would be located within walking distance of each other. Such concentration would likely draw larger and more specialized activities to the center and thereby create a more dynamic center. However, this alternative poses many practical problems. Within the center, problems of pedestrian and vehicular circulation, off-street parking and loading facilities, etc. would be difficult to solve. It would be difficult to discourage the growth of commercial facilities along Endor Street. Perhaps most important, this alternative fails to recognize the potential impact of the new shopping center in Jonesboro.

A second alternative recognizes the importance of both the Sanford and Jonesboro central areas and gives proportionate emphasis to both in keeping with their relative sizes. This alternative would discourage the strip-commercial development between the two main centers. The principal advantage of this alternative is that it takes into account the new Kendall Shopping Center in Jonesboro and its expected contribution to the commercial economy of Sanford. With the gradual emergence of Jonesboro as an employment center of the community, some kind of commercial facility will be needed there, since many people prefer to shop for some of their day-to-day needs near their place of work.

The third alternative incorporates the essential elements of the first two proposals and, in addition, proposes to arrest the strip development along Endor Street by consolidating this type of development into three subcenters. The central subcenter, around the Lee County courthouse, would form a governmental complex and the commercial development of this center would be oriented toward the needs of such a complex. Between

Sanford and the courthouse and between the courthouse and Jonesboro are the beginnings of two other commercial concentrations. Both of these would be developed as compact centers rather than as haphazard spots of strip development. All five centers proposed in this scheme would be emphasized in proportion to their present magnitude. These centers would complement rather than compete with each other. The principal advantage of this approach is that it recognizes the existing situation better than do the other two alternatives. A reintegration of retail activities into compact centers will discourage further diffusion of commercial establishments.

From analysis of the existing situation, the third alternative emerges as the best solution for the commercial development of the entire community. This report recommends that Sanford's central area be developed as the primary commercial, social, and cultural center for the entire community. Jonesboro's central area with the Kendall Shopping Center should be developed as the secondary community center. The commercial facilities in these two centers, including goods and services offered, should be carefully designed to complement each other. Commercial activities along Endor Street should be concentrated into three sub-centers.

SANFORD CENTER: To develop Sanford's central area as the primary center of the entire region, we are presented with two possible alternatives. One of these will be to undertake large-scale downtown renewal, in an attempt to capture all of the business of the trade area; the other will be to modernize and improve existing facilities from the standpoint of convenience and appearance. The first of these alternatives has been rejected, since it is evident from the consumer survey and from discussions with merchants that part of the trade area sales will always go to Raleigh, Greensboro, and Fayetteville. This is especially true for some of the more specialized products and services. Downtown renewal of large magnitude would also be a tremendous strain on the community's financial resources.

The Central Area Proposal, therefore, calls for moderate growth of the central area, which will be restricted within the confines of the existing core area. Use will be made of presently vacant areas and of the areas now occupied by inappropriate land uses. The plan emphasizes optimum development of the central area within a compact area.

GROWTH ALTERNATIVES FOR THE CENTRAL AREA

EXISTING COMMERCIAL
SPRAWL

UNPLANNED

DUAL-CENTER

PRIMARY
CENTER

SECONDARY
CENTER

DOMINANT
CENTER

ENDOR STREET

UNI-CENTER

JONESBORO

FORD

MULTI-CENTER

PRIMARY
CENTER

GOVT. CENTER

SUB-CENTERS

SECONDARY
CENTER

SANFORD, N.C.

JANUARY, 1963

CENTRAL AREA PLAN

The aim of the report, thus far, has been to present a picture of the existing central area of Sanford, to analyze its problems, and to project its future needs. On the basis of this information, a plan has been prepared for Sanford's central area. The drawings which follow illustrate proposals for the central area for the year 1980.

Many of the ideas presented here are preliminary in nature and are intended to serve as guidelines for more detailed future studies. It must be stressed that, although preliminary in nature, the proposals have been drawn up on the basis of factual information and could be put into operation without resorting to extensive rebuilding. The proposal calls for some minor rebuilding and readjustment of properties. The approach taken is realistic in that most structurally-sound, existing buildings have been incorporated into the scheme. Some minor adjustments have been made of the spaces surrounding the buildings to create more pedestrian ways and parking areas. Anticipated needs for additional floor space have been provided in new buildings.

The plan proposes the creation of a pedestrian mall on Steele Street between Carthage and Wicker Streets. This is the block where the maximum concentration of retail activities occurs. The treatment of this pedestrian area lends easily to an attractive and varied type of development which could serve as a magnet to attract customers. The mall might include several attractive kiosks selling newspapers, flowers, candy, and tobacco goods. It could be landscaped relatively easily with sculpture, fountains, pools, plant materials, and display areas.

To make the Steele Street mall readily accessible to shoppers, extensive parking areas are planned for the blocks surrounding it. If the parking areas are pleasantly landscaped, many of the shops can have the advantages of double-frontages on both the mall and the parking areas. If a need for additional parking areas develops in the future, the parking lot facing Endor Street should be converted into a multi-level facility.

The results of the consumer survey emphasize the need for a department store in the Sanford central area. The plan proposes the creation of a super-block in the south end of the core area which would encompass a four-block area bounded by Wicker, W. Pearl, Moore and Endor Streets. A new department store is suggested for this site. As property values are comparatively lower at this end of the core, it would be possible to provide ample parking adjacent to the store facility. Such a store would provide a focal point for the Steele Street pedestrian mall to the immediate north. It is also suggested that a pedestrian plaza be created around the department store. This would provide a dignified setting for the Methodist Church, one of the more handsome buildings in the central area, and the County Courthouse Annex. Some new cultural facilities might also be grouped around the plaza. It is hoped that the creation of the plaza would provide the pedestrian with ample space in which to relax and shop, free from the dangers of moving vehicles.

To make central area facilities more accessible from their immediate surroundings, a series of parking areas have been proposed in and around the periphery of the core area. It is also proposed that all on-street parking be removed from the core area. This type of parking only adds to the general congestion and confusion which result from the maneuvering of parked vehicles in and out of parking spaces. On-street parking often blocks the view of display windows for the passing motorists who might otherwise see something to stop and buy. Off-street parking has been provided on the basis of a 2:1 ratio, i.e. two square feet of parking for each square foot of commercial floor area.

Future service facilities, both professional and personal, should be grouped in the blocks bounded by Endor, Gordon, Moore, and Carthage Streets. This area already shows the beginning of this type of grouping. This service center and the department store would then define the north and south ends of the primary retail core. The railroad provides a barrier on the eastern side. Convenience and secondary retail

PROPOSED CENTRAL AREA PLAN

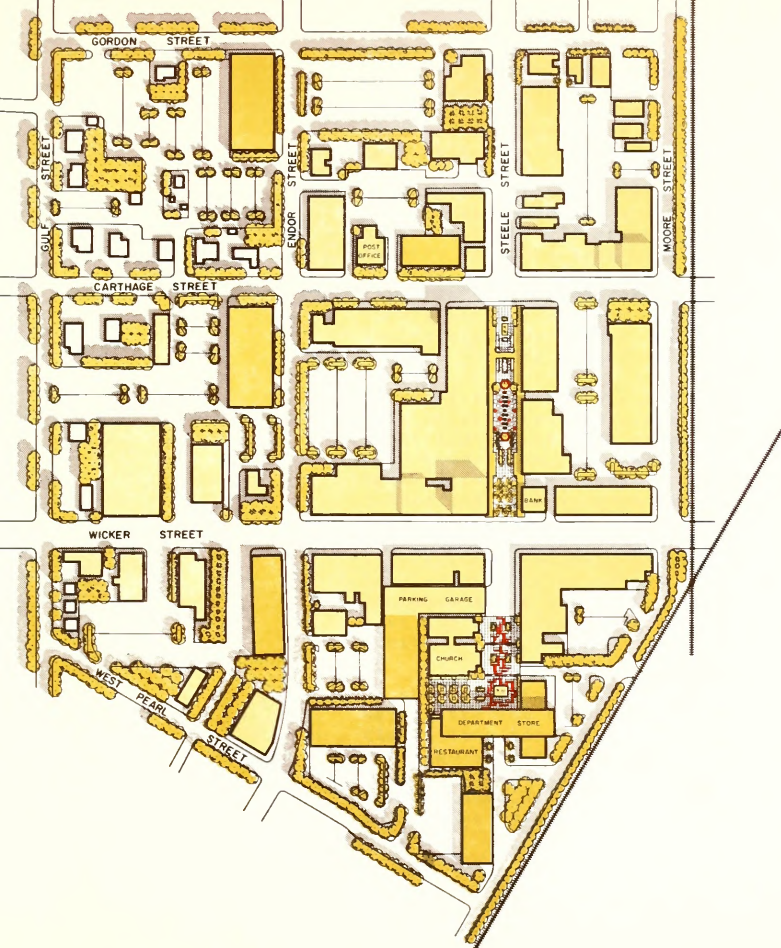
LEGEND

- EXISTING BUILDINGS
- PROPOSED BUILDINGS



0 100 500
SCALE IN FEET

SANFORD, N C
JANUARY, 1963



activities are expected to overflow on the western side of the core area along Carthage and Wicker Streets; however, the expansion of primary, comparison-shopping establishments outside of the core area should be discouraged. It has been observed from previous experiences in other central areas that this type of diffusion of retail activities is undesirable, both from the merchant and the consumer viewpoints. A closely-knit primary retail center is essential in that its success depends upon a large clientele and comparison shopping opportunities. If primary retail activities are not contained, the core area will not be able to sustain a healthy climate for investment and expansion. Non-central area activities such as wholesaling, manufacturing, and housing should be removed from the central area in the future. Zoning regulations, among other devices, will be useful to the city in guiding commercial development.

In order to facilitate accessibility to the retail core area, this report includes a sketch thoroughfare plan. The principal feature of this proposal is the creation of a ring road around the peripheral areas of the city which would facilitate the movement of cross-town traffic. This would reduce the high volumes of through traffic which now congest the streets in the central area. To create the ring road, the existing street system should be utilized as much as possible; however, in some areas new connections would be needed. The principal access to the central area would continue to be along Carthage and Wicker Streets from the east and west and along Endor Street from the north and south.

It should again be stressed that the proposals suggested herein are the basic elements of a plan which is essentially long-range in that it covers a twenty-year period. The plan should not be treated as a final solution or product. It is a first step toward a central area improvement program and, as such, it must be flexible enough to be adapted to unanticipated changes which may occur in the future.

SKETCH THOROUGHFARE PLAN

LEGEND

- EXISTING STREETS
- - - PROPOSED STREETS



SCALE - FOUR THOUSAND FEET TO AN INCH

SANFORD, N. C.

JANUARY, 1967

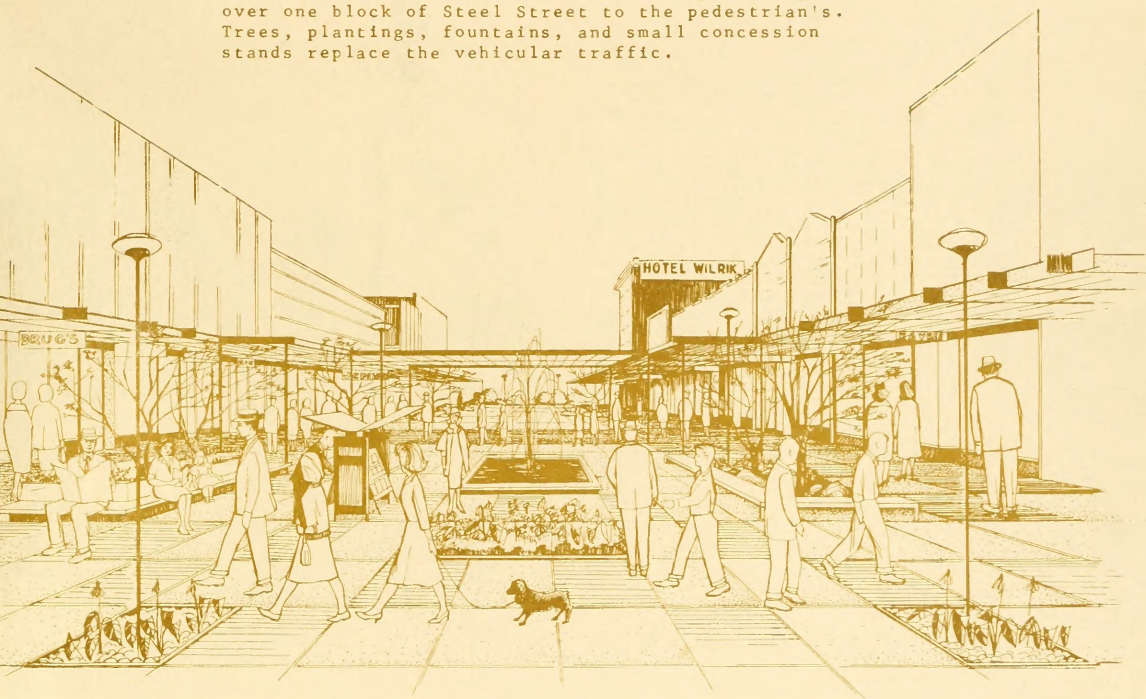


sketches

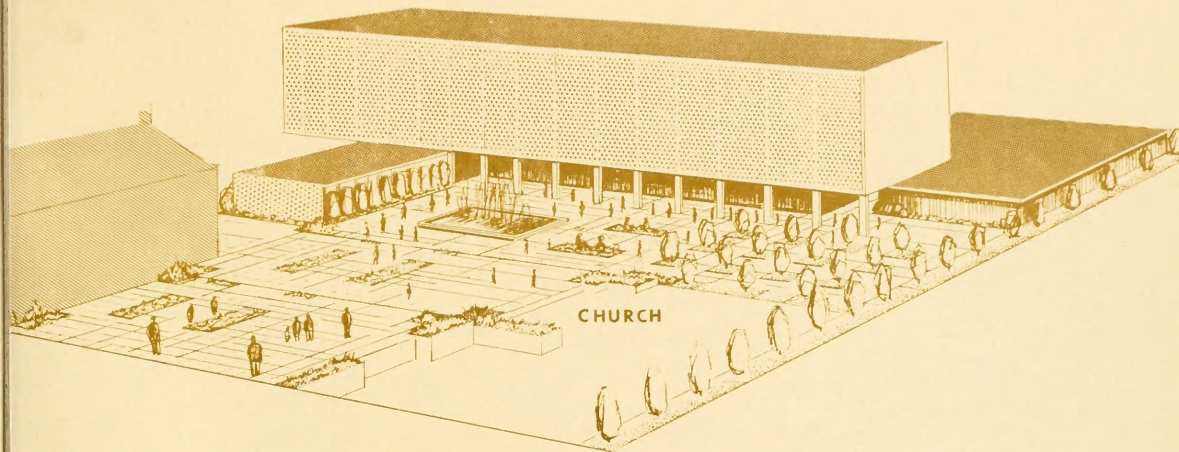


VIEW OF THE PEDESTRIAN MALL

This is a view of the pedestrian mall from the north end. This will be effected by turning over one block of Steel Street to the pedestrian's. Trees, plantings, fountains, and small concession stands replace the vehicular traffic.

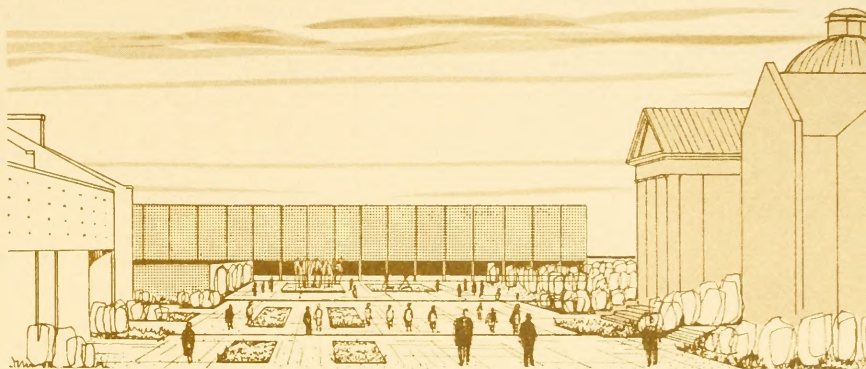






THE PLAZA VIEW

The south end of the mall overlooks a public plaza created around the Methodist Church and the County Courthouse Annex. A new department store would provide a focal point to the pedestrian mall. The facility has been set around a pleasantly landscaped area.



IMPLEMENTATION



A "Central Business District Development Committee" was formed during the early phases of this study to help investigate the feasibility of the study proposal. The committee consists mainly of downtown merchants and property owners. One of the first jobs undertaken by the committee was to collect information on the assessed tax valuation and sales availability of each property within the core area. Later the committee worked with the central area planners in the preparation and review of the development plan. Using this study as a working guide, the City of Sanford and the central area merchants and property owners now need to devise methods for implementing the plan and for general central area improvement.

No clear-cut, universal method exists for the implementation of central area proposals. Sanford will have to develop its own approach. Some workable approaches based on the experiences of other cities may be useful, however. Plans and expenditures for rebuilding, creation of pedestrian areas, and landscaping should be the responsibility of the merchants and the property owners. All of these improvement efforts should be coordinated by the Development Committee with assistance from the City. The creation of off-street parking facilities should be a joint effort of the City and the merchants and property owners. The advantages of publicly sponsored off-street parking is that such improvements would likely have greater permanency than would private parking facilities which are often temporary solutions subject to speculative change.

Since it is not possible to undertake all the proposed improvements immediately, a priority program, consistent with the proposals presented, needs to be developed. As was pointed out earlier, the plan should not be considered as a final document, rather it should be kept in mind that planning is a continuous process. Future changes may necessitate reformulation of some of the goals, which, in turn, may inject new ideas into the plan. Detailed plans for automotive and pedestrian circulation, off-street parking, building facade improvement, canopies, landscaping, etc. should be prepared as the improvement program progresses.

APPENDICES

Appendix A: RETAIL SALES (\$,000) FOR THE STATE OF NORTH CAROLINA & STATE ECONOMIC AREA 6, 1939-58

	State of N. C.	Franklin County	Harnett County	Johnston County	Lee County	Sampson County	Warren County	Total of Counties
1939								
RETAIL TRADE								
No. of Establish.	33,826	228	381	528	190	396	202	1,925
Yearly Payroll	60,052	182	438	544	326	326	187	2,003
Sales	623,240	2,706	5,489	7,471	3,713	5,143	2,265	26,787
No. of Employees	79,404	500	766	800	455	546	274	3,081
SELECTED SERVICES								
No. of Establish.	10,502	38	102	142	51	141	41	515
Yearly Payroll	13,770	31	93	100	59	79	37	399
Sales	42,121	97	341	349	193	302	89	1,371
No. of Employees	21,791	69	203	197	116	205	88	878
1948								
RETAIL TRADE								
No. of Establish.	40,904	303	479	707	282	527	208	2,506
Yearly Payroll	216,881	688	1,716	1,898	1,150	1,099	618	7,169
Sales	2,248,660	8,708	20,816	26,752	13,689	15,873	7,516	93,354
No. of Employees	133,270	535	1,213	1,344	808	785	438	5,123
SELECTED SERVICES								
No. of Establish.	11,364	58	118	152*	67	97*	57*	549
Yearly Payroll	59,025	139	378	421	357	219	142	1,656
Sales	183,117	574	1,331	1,527	1,107	956	571	6,066
No. of Employees	40,095	105	300	307	274	150	100	1,236
1954								
RETAIL TRADE								
No. of Establish.	38,049	222	373	573	252	361	130	1,911
Yearly Payroll	310,542	812	2,777	2,900	1,958	1,685	714	10,846
Sales	3,209,796	11,392	29,867	37,804	20,982	22,687	7,779	130,511
No. of Employees	143,750	458	1,369	1,469	1,011	812	398	5,517
SELECTED SERVICES								
No. of Establish.	14,244	46	129	187	117	101	55	635
Yearly Payroll	83,051	125	451	525	510	416	153	2,180
Sales	306,542	533	1,884	2,295	2,108	1,802	649	9,271
No. of Employees	42,354	83	282	295	331	223	81	1,295
1958								
RETAIL TRADE								
No. of Establish.	41,296	286	435	665	272	447	179	2,284
Yearly Payroll	374,510	980	3,333	3,635	2,195	1,935	751	12,829
Sales	5,837,052	13,882	36,784	44,011	24,051	25,229	9,323	154,180
No. of Employees	159,745	540	14,888	1,716	1,115	929	422	19,610
SELECTED SERVICES								
No. of Establish.	18,430	102	163	219	111	139	49	783
Yearly Payroll	112,553	211	549	636	643	464	114	2,617
Sales	413,512	999	2,296	2,830	2,345	1,937	585	10,992
No. of Employees	52,186	124	312	342	326	243	80	1,427

Selected Services consist of Personal Business & Repair Services, Amusements, Hotels, Tourist Courts.

* Hotel Data not given to avoid disclosure

SOURCE: Census of Business, U. S. Bureau of Census.

APPENDIX-B: RETAIL TRADE AND SELECTED SERVICES FOR
SANFORD, LEE COUNTY AND REMAINDER OF COUNTY 1939-58

	1939	1948	% Change	1954	% Change	1958	% Change
<u>SANFORD</u>							
RETAIL TRADE							
No. of Establishments	107	147	+ 37.4	207	+ 40.8	189	- 8.7
Yearly Payroll (in \$1,000)	296	1,055	+256.4	1,887	+ 78.9	2,059	+ 9.1
Sales (in \$1,00)	2,994	11,562	+286.2	19,841	+ 71.6	21,121	+ 6.5
No. of Employees	410	734	+ 79.0	975	+ 32.8	1,049	+ 7.6
SELECTED SERVICES							
No. of Establishments	41	--	--	96	+ 134.1*	89	- 7.3
Yearly Payroll (in \$1,000)	59	--	--	484	+ 720.3*	579	+ 19.6
Sales (in \$1,000)	172	--	--	1,832	+ 956.1*	1,992	+ 8.7
No. of Employees	116	--	--	309	+ 166.4*	286	- 7.5
<u>LEE COUNTY</u>							
RETAIL TRADE							
No. of Establishments	190	282	+ 48.4	252	- 10.6	272	+ 7.9
Yearly Payroll (in \$1,000)	326	1,150	+252.8	1,958	+ 70.3	2,195	+ 12.1
Sales (in \$1,000)	3,713	13,689	+268.7	20,982	+ 53.3	24,051	+ 14.6
No. of Employees	455	808	+ 77.6	1,011	+ 25.1	1,115	+ 10.3
SELECTED SERVICES							
No. of Establishments	51	67	+ 31.4	117	+ 74.6	111	- 5.1
Yearly Payroll (in \$1,000)	59	357	+505.1	510	+ 42.9	643	+ 26.1
Sales (in \$1,000)	193	1,107	+473.6	2,108	+ 90.4	2,345	+ 11.1
No. of Employees	116	274	+136.2	331	+ 20.8	326	- 1.5
<u>REMAINDER OF LEE COUNTY</u>							
RETAIL TRADE							
No. of Establishments	83	135	+ 62.7	45	- 66.7	83	+ 84.4
Yearly Payroll (in \$1,000)	30	95	+216.7	71	- 25.3	136	+ 91.5
Sales (in \$1,000)	719	2,127	+195.8	1,141	- 46.4	2,930	+156.8
No. of Employees	45	74	+ 64.4	36	- 51.4	66	+ 83.3
SELECTED SERVICES							
No. of Establishments	10	--	--	21	+ 110.0*	22	+ 4.8
Yearly Payroll (in \$1,000)	5	--	--	26	+ 420.0*	64	+146.2
Sales (in \$1,000)	21	--	--	276	+1,214.3*	353	+ 27.9
No. of Employees	18	--	--	22	+ 22.2*	40	+ 81.8

Wholesale - No information for cities less than 5,000 population in 1939.

* Percent change from 1939 - 1954.

APPENDIX-C: RETAIL SALES BY CATEGORY - 1958

Retail Category	S A N F O R D		L E E C O U N T Y	
	Sales (\$.000)	% of Total	Sales	% of Total
Food Stores	\$ 5,149	24.3	\$ 6,197	25.76
Eating, Drinking Places	861	4.1	924	3.84
General Merchandise	2,172	10.3	2,693	11.19
Apparel, Accessories Stores	1,455	6.9	1,377	5.72
Furniture, Home Furnishings, Appliance Dealers	1,652	7.8	1,771	7.36
Automotive Group	3,566	16.9	3,836	15.95
Gasoline Service Stations	1,097	5.2	1,698	7.05
Lumber, Building Materials, Hardware, Farm Equipment	1,518	1.2	1,648	6.85
Drug, Proprietary Stores	655	3.1	786	3.26
Other Retail Stores	2,598	12.3	2,725	11.33
Nonstore Retailers	398	1.9	398	1.65
TOTAL	\$21,121	100.00	\$24,053	100.00

Source: Census of Business, U. S. Bureau of Census, 1958.

APPENDIX-D: RETAIL SALES PER CAPITA - BY RETAIL CATEGORY - 1958

Retail Category	Sales to Sanford Residents Only (\$.000)	% of Market Area	Sanford Per Capita Sales \$	% of EBI*	Trade Area Per Capita Sales \$	% of EBI*
Food Stores	\$ 2,875	56	\$ 236	16.8	\$238	19.9
Eating, Drinking Places	540	63	44	3.1	34	2.8
General Merchandise	1,595	73	131	9.3	60	5.0
Apparel, Accessories Stores	754	52	62	4.4	73	6.1
Furniture, Home Furnishings, Appliance Dealers	641	39	53	3.8	105	8.8
Automotive Group	2,186	61	179	12.8	144	12.0
Gasoline Service Stations	1,018	93	83	5.9	9	.7
Lumber, Building Materials, Hardware, Farm Equipment	955	63	78	5.6	59	4.9
Drug, Proprietary Stores	402	61	33	2.4	27	2.2
Other Retail Stores	1,269	49	104	7.4	138	11.5
Nonstore Retailers	327	82	27	1.9	8	.7
TOTAL	\$12,562	59.5	\$1,030	73.4	\$895	74.6

* Effective Buying Income is the net income after taxes; as reported by Sales Management Magazine on a per capita basis, Sanford = \$1,403, Average four-county trade area (estimate) = \$1,197.

Source: U. S. Census of Business - 1958 .

Sales Management: Survey of Buying Power, June 10, 1962.

APPENDIX-E: RETAIL SALES - 1958-1980

Retail Category	1958			1980* (Est.)		
	(Residents) Sanford (\$.000)	Rest of Area (\$.000)	Total (\$.000)	(Residents) Sanford (\$.000)	Rest of Area (\$.000)	Total (\$.000)
Food Stores	\$ 2,875	\$2,274	\$ 5,149	\$ 4,219	\$ 2,793	\$ 7,012
Eating, Drinking Places	540	321	861	793	516	1,309
General Merchandise	1,595	577	2,172	2,341	1,589	3,930
Apparel, Accessory Stores	754	701	1,455	1,106	743	1,849
Furniture, Home Furnishings, Appliance Dealers	641	1,011	1,652	940	678	1,618
Automotive Group	2,186	1,380	3,566	3,207	2,187	5,394
Gasoline Service Stations	1,018	79	1,097	1,493	1,050	2,543
Lumber, Building Materials, Hardware, Farm Equipment	955	563	1,518	1,401	988	2,389
Drug, Proprietary Stores	402	253	655	590	412	1,002
Other Retail Stores	1,269	1,329	2,598	1,862	1,297	3,159
Nonstore Retailers	327	71	398	479	292	771
TOTAL	\$12,562	\$8,559	\$21,121	\$18,431	\$12,545	\$30,976

* The 1980 figures are based on the assumption that the present per capita sales for each category will remain the same, both in Sanford and in the rest of the trade area.

Source: Census of Business, 1958, U. S. Bureau of the Census, and estimates developed by the Division of Community Planning.

APPENDIX-F: RETAIL FLOOR SPACE AND SALES
SANFORD BUSINESS DISTRICT

	No. Estab.	Gross Floor Space (Sq. Ft.) Core Area	1958 Retail Sales (\$.000)	Sales Per* Sq. Ft. (\$)	Adjusted Sales Per Sq. Ft. (\$)**	1980*** Sales (\$.000)	Gross Floor Space (Sq. Ft.) 1980
Food Stores	25	12,900	\$ 5,149	399	250	\$ 7,012	38,048
Eating, Drinking Places	19	12,700	861	68	68	1,309	19,250
General Merchandise	15	64,800	2,172	335	100	3,930	39,300
Apparel, Accessory Stores	26	50,900	1,455	29	40	1,849	46,225
Furniture, Home Furnish. Appliance Dealers	14	71,000	1,652	23	30	1,618	53,933
Automotive Group	14	46,200	3,566	77	77	5,394	70,051
Gasoline Service Stations	22	13,400	1,097	82	82	2,543	31,012
Lumber Building Material, Hardware Farm Equip- ment Dealers	11	30,100	1,518	50	50	2,389	47,780
Drug, Proprietary Stores	5	3,700	655	177	150	1,002	6,680
Other Retail Stores	31	14,300	2,598	182	60	3,159	52,650
Nonstore Retailers	7	--	398	--	--	771	--
TOTAL	189	320,000	\$21,121			\$30,976	394,929

* Adjusted figures established on the basis of national sales per square feet averages, established by the Urban Land Institute in their Technical Bulletin No. 22, entitled, "Conservation and Rehabilitation of Major Shopping Districts."

**Figures do not reflect the true retail sales per square feet because the stores outside the core area were not included. Figures are used only to establish a ratio.

***Based on 1980 population in market area multiplied by current per capita sales for each retail category.

APPENDIX-G

SAMPLE QUESTIONNAIRE:

SANFORD: CENTRAL AREA STUDY: SHOPPING HABITS

1. please name the town nearest your home _____
2. Approximate mileage from your home to Sanford _____
3. How often do you shop in downtown Sanford _____
 Twice a week or more _____ Once a week _____
 Twice a month _____ Once a month _____
 Every two months _____ Seldom or never _____
4. Please check or name the town or shopping center other than downtown Sanford you visit most for each of the following activities:

TO BUY:	Greens-boro	Raleigh	Fayetteville	Other town or Shopping Center
Groceries				
Everyday Clothing				
Good Clothing				
Furniture				
Home Furnishing				
Hardware				
Appliances				
Automobiles				
Lumber & Build. Supplies				
Farm Equipment				
Medicine & Drugs				
Insurance				

TO VISIT:

Doctor				
Dentist				
Hospital or Clinic				
Bank				
Lawyer				
Eating & Drinking Place				
Entertainment Places				
Repair Shops				

5. In your opinion, what are the major problems of downtown Sanford?

A. Merchandising

- (1) Poor window displays _____
- (2) Unreasonable prices _____
- (3) Poor selection of goods _____
- (4) Insufficient advertising _____
- (5) Poor Salesmanship _____
- (6) Others _____

B. Physical Appearance

- (1) Poor structural conditions _____
- (2) Inadequate street lighting _____
- (3) Unpleasant surroundings _____
- (4) Poor condition of sidewalks _____
- (5) Poor use of signs and billboards _____
- (6) Others _____

C. Traffic and Parking

- (1) Congested downtown streets _____
- (2) Congested streets leading to downtown _____
- (3) Inadequate off-street parking _____
- (4) Others _____

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